



## The Influence Of Leadership Behavior, Work Environment, Compensation On Employee Work Outcomes

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### ABSTRACT

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This study examines the relationship between leadership behavior, work environment, and compensation to motivation and the relationship between motivation and work productivity of employees. Data collection was carried out by interviewing and distributing questionnaires to employees at PT. Sinar Pantja Daja, Central Java Province, Indonesia. The Central Java region in Indonesia is known as an industrial area. The sampling technique was carried out purposively based on specific criteria. Data analysis using Structural Equation Modeling (SEM). This research review provides practical recommendations and strategic policies in managing and increasing employee productivity. The results showed that motivation has an essential role as a mediator in increasing employee productivity. Research respondents numbered 232 employees, limited to one work department to not represent the entire population.

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### 1. Introduction

The support for increased work productivity indicates the measure of employees' effectiveness at work. Boyle (2006) explains that productivity, measured by the output produced by the work unit. On the individual side, productivity is seen as a result of a personality that appears in mental attitudes containing the desires and efforts of people to improve the quality of life. In contrast, organizations view the technical relationship between input, output, quality, and quantity (Alvesson & Sveningsson, 2015). Akinyele (2009) states that the impact of high employee productivity can increase company revenues. Malthis and Jackson (2006) explain that work productivity measures the quantity and quality of work that has been done by considering the resources used to do the job. Therefore, one of the efforts that a company can make to survive and achieve the desired profit is to increase the productivity of its employees.

Productive employees will provide benefits for the company. Riddle (2010) states that increasing employee productivity is a great way to build a solid team. By implementing programs to increase employee productivity, the company will get qualified employees who desire to continue developing and being productive again and creating high loyalty. Efforts to produce the desired productivity require employee motivation to work. Motivation is essential for an employee because it shapes work behavior (Roberts, 2005). This is in line with the opinion expressed by Pinder (2014) on motivation, which relates to the awareness of decisions in action. Herzberg et al. (1966) defined employee motivation as work behavior that arises from self-will. As a result of this behavior results in good work (Vroom, 1964).

Employees who have high motivation to work form the emergence of behavior to achieve the desired results (Armstrong, 2009). Therefore, the motivation factor is essential for employees as a driving factor for



effectiveness (Locke & Latham, 2004). Thus, as a result, the employee's effectiveness increases the company's competitiveness. In manufacturing companies, productivity issues are essential to consider to increase company excellence. Gaspersz (1998) states that productivity is related to the ratio of expenditure and income experienced. In producing productivity, as a measure, it relates to the level of use of resources owned in achieving the goals set. In implementing activities, manufacturing companies involve the active participation of employees. In production activities, employees play a role in preparing raw materials to complete the production process. Therefore, company productivity will be achieved with high work productivity from employees (Akinyele, 2009).

This article aims to discuss the impact of motivation on employee productivity by placing leadership behavior, work environment, and compensation as antecedents. This research was conducted at a textile manufacturing company in Semarang, Indonesia. This study discusses the three antecedent variables together, which previous studies discuss one by one. Previous studies that discuss motivation as antecedents and consequences have been done. One of them is research conducted by Nguyen et al. (2020) used as a reference for this study. Based on this research, this study places leadership behavior and productivity as the findings of research gaps.

The influence of leaders in the company is an essential part of encouraging employee motivation to work due to this motivation and the emergence of employees' productive behavior. Lewis and Gilman (2005) explain that leaders play a role in encouraging employee productivity with their skills and intelligence. Graen and Schiemann (2013) mention the impact of leaders on productivity, shown by increasing employee morale, working together, providing guidance, and creating effective communication at work. In other words, it shows that the role of the leader in the company has a solid relationship to the drive to increase employee productivity.

The behavior shown by the leadership gives a vital role in supporting the work arrangements carried out by employees. The leader's behavior is characterized by trust, recognition, and feedback to support employees (Enzmann et al., 1998; Lee & Ashforth, 1996). Sosik and Godshalk (2000) state that leaders who can control, support, and be responsible generate positive employee feedback (Cooper & Cartwright, 1994). More implicitly, Kieu (2010) explains that leadership behavior is the leading factor that can influence. This is because the leader who focuses on the task can encourage employee support relationships to create job effectiveness. Leadership behavior is defined as creating a relationship between leaders and employees to achieve common goals (Yiing, 2008). Cartwright and Zander (1968) explain that leadership behavior is a function of two abilities: tasks and relationships.

Another factor that can increase employee productivity is the work environment within the company. Van der Doef and Maes (1999) state that the work environment can positively or negatively impact employee productivity (Daniels & Guppy, 1994). Corner and Douglas (2003) state that tension between leaders and employees causes employee discomfort at work. The discomfort arises because of demands, high workloads, conflict, and role ambiguity (Lee & Ashforth, 1996). Abrahamsson (2000) states that the work environment problem must be addressed as production and economic problem. This is because the suffering experienced by employees at work can impact the emergence of economic losses (Nag & Patel, 1998). Therefore, it is appropriate for companies to create work designs, work time planning, safety standards, and active communication relationships to avoid economic losses.

The compensation provided by the company to employees aims to encourage employee motivation to produce productivity (Hasibuan & Hasibuan, 2016). Snell and Bohlander (2013) stated that compensation is a reward given by the company. Meanwhile Malthis and Jackson (2006) mention compensation as influencing a person's behavior at work. In companies, compensation is a complex matter, but it is essential for both employees and the company. Providing compensation to employees must have a logical and rational basis. However, the human emotional factors should not be ignored. Compensation is significant for employees as individuals because the amount of compensation reflects or measures the value of the employee's work itself. If compensation is given appropriately and correctly, employees will get the motivation to achieve organizational goals. However, if the compensation provided is inadequate or inaccurate, it can affect employee work behavior. Therefore, companies need to realize the importance of the role of employees to be aligned in supporting the company's overall business strategy (Boxall & Purcell, 2011). Previous studies found that low work productivity resulted from a less conducive environment. Allmon et al. (2000) high levels of work productivity can contribute to the general welfare of employees.



## **2. Literature review and Hypothesis**

### **2.1. Leadership Behavior, Motivation and Employee Work Productivity**

Kanji (2008) states that organizational quality and excellence are the leader's responsibility. Leadership plays a vital role in achieving organizational goals (Muijs, 2011; Mullins & Linehan, 2005). Therefore, leader behavior plays a vital role in building values, developing and communicating a vision, defining a mission, selecting and implementing strategies, and managing essential issues in the organization (Kangis & Lee-Kelley, 2000; Kanji, 2008). The impact of this behavior is indispensable in setting goals, allocating resources, focusing attention on company goals, coordinating changes that occur, fostering interpersonal contact with followers, and setting the right or best direction if the failure occurs (Schwandt & Marquardt, 1999).

Employee motivation at work is shown in persistence or employee struggle in completing work. This form can be seen where employees do not give up easily when facing problems or obstacles. So, employee motivation effectively affects the company's continuity (Kreitner & Kinicki, 2008). An impact that appears is the increase in employee productivity. Employee productivity is the most crucial part that can influence the success or failure of the organization.

Several previous studies on the impact of leadership behavior on employee motivation and productivity show some differences. Several studies have shown a significant relationship (Ghazzawi et al., 2017; Kagwiria, 2016; Nauman & Qamar, 2018; Pasaribu, 2015; Webb, 2007). Meanwhile, some other studies have found no significant relationship (Fiaz et al., 2017; Gilbert & Kelloway, 2018).

### **2.2. Work Environment, Motivation and Employee Work Productivity**

Schultz (2010) states that the work environment is a condition that can give employees a psychological reaction to the circumstances they are experiencing. This arises because of the feelings experienced by the characteristics of the existing workplace. Therefore, it becomes essential for organizations to create and maintain a comfortable work environment and not bore employees. In organizations, individuals often tend to do what they perceive as the demands of the situation they should (Bugenhagen & Barbuto, 2012; Liden & Antonakis, 2009). Previous studies have suggested that employees' perceptions of the organization and work environment can influence the level of work in support of development (Kulik et al., 1987; Maurer et al., 2003; Webb & Weick, 1979). Several studies show that there is a significant relationship between work environment and employee motivation and productivity (Samuel, 2010; A. Sarode & M. Shirsath, 2014; Sell & Cleal, 2011; Setiyani et al., 2019a; Sumiyati, Masharyono, Kevin Fazar, et al., 2016; E. Sutanto et al., 2018).

### **2.3. Compensation, Motivation and Employee Work Productivity**

Compensation is one of the main drivers of productivity because humans naturally tend to perform better when they feel that they will get sufficient pay or return for their efforts. While people exert effort for different reasons, today's competitive economic environment and consumer society have made compensation the most important motivational factor. Most people are motivated by money, at least for their basic needs and want. Compensation of any kind is the most apparent extrinsic reward; it provides the carrots most people want (Armstrong-Stassen, 2008).

DeNisi and Griffin (2005) define compensation as a set of rewards that organizations give to individuals in return for their willingness to perform various jobs and tasks in the organization. Several studies have shown a relationship between compensation and motivation and productivity (Abarago et al., 2014; Goodluck, 2016; Tannady & Sitorus, 2017a; E. Yamoah, 2013).

### **2.4. Motivation and Productivity**

Dina and Olowosoke (2018) observed that worker productivity depends on worker motivation. The productivity of workers is influenced by motivation, and therefore if workers are motivated, they will do their work with higher determination, and in the end, productivity will increase. Martin (2005) argues that a high level of intrinsic motivation causes workers to work well with higher productivity in job tasks. This proposes a direct affirmative relationship between work performance and motivation (Evelyne, 2018; Oktosatrio, 2018).

Productivity is a position where the organization achieves its goals by converting inputs to the lowest cost of output (Robbins & Judge, 2013). In successful organizations, employee productivity plays a vital role in achieving organizational goals. Employee productivity measures the efficiency of performance and effectiveness of work implementation (Robbins & Coulter, 2012). Existing research shows a significant relationship between motivation and employee productivity (M. N. Alam et al., 2020; Elqadri et al., 2015; Chukwuma Edwin Maduka & O. Okafor, 2014; Sutrisno & Sunarsi, 2019a).

**2.5. Hypothesis**

- H1 : Leadership behavior has a significant effect on motivation.
- H2 : The work environment has a significant influence on motivation.
- H3 : Compensation has a significant effect on motivation.
- H4 : Motivation has a significant effect on productivity.
- H5 : Leadership behavior has a significant effect on productivity.
- H6 : The work environment has a significant effect on productivity.
- H7 : Compensation has a significant effect on productivity.

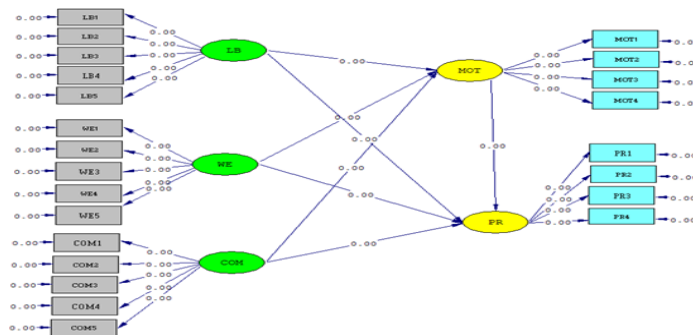


Figure 1. Research Framework

**3. Method**

**3.1. Samples and Data Collection**

This research is explanatory and carried out with a survey to obtain research data (Creswell & Creswell, 2017). This study uses a survey because it considers several factors that explain the existence of this phenomenon (Simonson et al., 2001). The data used are primary data obtained through filling out a questionnaire. This study used a five-point Likert scale ranging from 1 to 5.

The sample of this research is an employee of the manufacturing company PT. Sinar Pantja Djaja, Indonesia. The sampling method, carried out with non-probability, in which the selection of members of the population using purposive sampling method, namely the author uses his judgment by deliberately selecting members of the population who are considered to provide the information needed by the author. The population taken as the sample is 1150 employees in the production department. The sample was based on the opinion of COCHRAN (1977), is the sample was based on the proportion of sex. Based on the data collected, it was obtained that the male respondents were 720 employees. Meanwhile, female respondents totaled 232 employees.

**3.2. Sample Measurement**

This study uses a Likert scale as a data measure, starting from a scale of 1 (strongly disagree) to scale 5 (strongly agree). There are five indicators of leadership behavior, a modification from Yukl et al. (2002). There are five work environment indicators, modified from Cox and Cheyne (2000). There are five compensation indicators, a modification from Chi et al. (2018). There are 4 motivational indicators, modified by Gagné et al. (2010). There are four indicators of employee productivity, modified from Palvalin (2017).



Data analysis was performed using the Structural Equation Model (SEM) with the help of Lisrel (Jöreskog & Sörbom, 1996). SEM can test together Bollen and Long (1992), namely: a structural model that measures the relationship between independent and dependent constructs and a measurement model that measures the relationship (loading value) between the indicator variable and the construct (latent variable).

## 4. Result and Discussion

### 4.1. Characteristics of Respondents

Based on the data collected, it was found that the number of male employees was 136 people (58.6%) and 96 female employees (41.4%). Based on the level of education, 63 male employees with high school graduates (46.3%), 54 diploma graduates (39.7%), and 19 bachelor graduates (14%). The education level for female respondents, high school graduates, were 53 people (55.2%), for Diploma graduates were 29 people (30.2%) and for Bachelor graduates were 14 people (14.6%). Based on the characteristics of the respondents, data were obtained based on the tenure of male employees  $\geq 1$  year as many as 51 people (37.5%), and the working period  $> 1$  year as many as 85 people (62.5%). The working period data for female respondents, working period  $\geq 1$  year were 47 people (49%), and for years of service  $> 1$  year were 49 people (51%).

### 4.2. Analysis of Measurement Models

In research using the Structural Equation Model (SEM) method, the first step is to measure the model. Measurement of the model is carried out to test the theoretical construct through confirmatory factor analysis. The confirmatory factor analysis was carried out to test the dimensional analysis between variables. In the measurement of the model, the convergent and discriminant validity values were checked. Hair et al. (1998) said that indicators have a constraint to influence the validity of the loading factor  $\geq 0.50$  and the value of construct reliability  $\geq 0.70$ .

Heise (1969) states that for research that focuses on determining the causality of variables, it is necessary to fulfill the size model's empirical requirements to determine whether there is adequate construct validity and reliability. Meanwhile, Hair et al. (2006) state that all constructs have size errors, including variable indicators. Therefore, it is necessary to test the theoretical construction of each variable empirically.

Table 1. Validity and Reliability Results

No	Variable / Indicator	L.F	C.R	AVE
<b>Leadership behavior:</b>				
1.	Give attention and support to employees.	0.75		
2.	The division of tasks was carried out clearly.	0.75		
3.	Encourage employees to have work initiatives.	0.70		
4.	It is providing recognition of employee work performance.	0.63	0.825	0.487
5.	Decision-making is based on the data that is owned.	0.65		
<b>Work environment:</b>				
6.	There is security in doing work.	0.68		
7.	There is a career advancement for the high performance given.	0.85		
8.	Employee training and development are provided.	0.83		
9.	An organizational culture that encourages creativity.	0.73	0.872	0.579
10.	There is a cooperation between work departments.	0.70		
<b>Compensation:</b>				
11.	Payroll that is always on time.	0.80		
12.	Bonuses for achieving good performance are awarded.	0.89		
13.	There is a pension money guarantee.	0.89	0.925	0.711
14.	The existence of health insurance.	0.83		
15.	The salary given is following the job.	0.80		



Motivation:			
16.	Challenging work.	0.48	
17.	Do your best job.	0.91	
18.	Recognition of work performed.	0.91	0.925 0.804
19.	Responsibility for work.	0.87	
Work productivity:			
20.	Always try to improve the quality of work.	0.98	
21.	Before working, the availability of raw materials is always checked.	0.94	0.954 0.873
22.	Carrying out work with passion.	0.88	
23.	Orderly work planning.	0.39	

Based on the results of the validity and reliability test, Table 1. Leadership behavior variables are all valid indicators of the loading factor value > 0.50, the reliable value is 0.825 > 0.70, and the AVE value is 0.487. The validity test results for work environment variables, all valid indicators are loading factor values > 0.50 and reliable with a value of 0.872 > 0.70 and AVE value of 0.579. In the test results of the validity of the compensation variable, all indicators are valid loading factor values > 0.50 and reliable with a value of 0.825 > 0.70 and an AVE value of 0.711. The results of the validity test of the motivation variable obtained only 3 (three) valid indicators of loading factor values > 0.50 and reliable with a value of 0.825 > 0.70 and an AVE value of 0.804. In the work productivity variable test, only 3 (three) valid indicators with a loading factor value > 0.50 and reliable with a value of 0.954 > 0.70 and an AVE value of 0.873. In research using Structural Equation Modeling (SEM) analysis, the most important thing is to obtain a fit model of 4-5 criteria for the goodness of fit before testing the hypothesis. The following table 2 explains the results of the goodness of fit-test.

Table 2. Goodness of Fit Measurement

Measure	Value	Cut off value
Chi-Square (df=166, p= 0.05)	258.27	197.064
Significance probability	0.00	≥ 0.05
GFI	0.90	≥ 0.90
RMSEA	0.05	≤ 0.1
AGFI	0.87	≥ 0.90
NFI	0.98	≥ 0.90
CFI	0.99	≥ 0.90
TLI/NNFI	0.99	≥ 0.90
CMIN/DF	1.15	≤ 5

After obtaining the fit model (Table 2), then hypothesis testing is carried out. In conducting hypothesis testing, two essential things must be considered in Lisrel's analysis. First, to see that there is a significant effect on the requirement for the t-count value ≥ 1.96 (Jöreskog, 1999). Following table 3 the calculation results of the hypothesis test. In this study, structural equation modeling analysis is also used to describe the influence relationship between the variables in this research model. In general, the effects can be divided into direct effects, indirect effects, and total effects (Schumacker & Lomax, 2004).

Table 3. Hypothesis Results

Path	Standard estimate			T-value	Hypothesis
	Direct effect	Indirect effect	Total effect		
LB → MOT	-0.13		0.08	-1.69	Not significant
WE → MOT	0.39		0.19	2.00	Significant
COM → MOT	0.56		0.24	2.32	Significant
MOT → PR	0.97		0.07	5.27	Significant
LB → PR	0.06	-1.66	-2.45	1.27	Not significant
WE → PR	0.34	2.04	3.07	2.52	Significant



COM → PR	-0.35	2.23	3.07	-2.03	Significant
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### 4.3. Discussion

Based on the results of hypothesis testing (Table 3), it shows that leadership behavior (LB) has no effect on motivation (MOT) with the t-count value of  $-1.69 < 1.96$  (H1). The results of this study are following the research of Gilbert and Kelloway (2018), which states that leadership behavior does not have a significant effect on motivation (Fiaz et al., 2017). This impact occurs since in carrying out their work, the employees do the same work repeatedly. As a result of this, the role of the leader is less visible in encouraging employees to work.

Other hypothesis test results show that the work environment (WE) affects motivation (MOT) with t-value of  $2.00 > 1.96$  (H2). The results of this study are following the research of E. M. Sutanto et al. (2018), which states that the work environment has a significant effect on employee motivation (Sell & Cleal, 2011; Setiyani et al., 2019b). The impact of this positive relationship is due to the cohesiveness between employees in doing each job. The implementation of work in the production sector is carried out by having groups formed for the front, middle and rear parts of production.

The results of hypothesis testing (H3) indicate that compensation (COM) has an effect on motivation (MOT) with the t-count value of  $2.32 > 1.96$ . These results agree with Tannady and Sitorus (2017b) research, which states that compensation has a significant effect on employee motivation to work (Khan & Mufti, 2012; Negash et al., 2014). These results indicate that the regular payment of employee salaries encourages excellent motivation to work. Hypothesis test results (H4), there is a significant relationship between motivation (MOT) on employee work productivity (PR) with t-count  $5.27 > 1.96$ . These results agree with Mohammad Nurul Alam et al. (2020) that fulfilling employee work needs increases employee motivation in increasing productivity (Elqadri & Wardoyo, 2015; Chukwuma Edwin Maduka & Obiefuna Okafor, 2014; Sutrisno & Sunarsi, 2019b).

The results of hypothesis testing (H5) show that leadership behavior (LB) does not affect employee productivity (PR) with t-count of  $1.27 < 1.96$ . These results concur with von Thiele Schwarz et al. (2016) that leaders who lack control over employee work impact low productivity. The results of the research on the hypothesis (H6) show that the work environment (WE) has a significant effect on employee productivity (PR) with t-count of  $2.52 > 1.96$ . The results of this study are consistent with research by A. P. Sarode and M. Shirsath (2014) that a comfortable and supportive work environment has an impact on increasing productivity (Sumiyati, Masharyono, Pratama, et al., 2016; Taiwo, 2010).

The final hypothesis test (H7) shows that compensation (COM) has an effect on employee productivity (PR) with t-count value of  $-2.03 > 1.96$ . The study results agree with Kelechi et al. (2016) that an additional bonus for the work done encourages employee productivity (Safitri & Yudistira, 2020; E. E. Yamoah, 2013). However, the test results obtained a significant negative value. This is because the bonuses given by the organization to employees have undergone minor changes and targets from before.

### 5. Conclusion

The findings of this study indicate that the importance of employee work motivation is always well preserved. This research strengthens the theory about the need for motivation to increase employee productivity. So, the high motivation that employees have can achieve the organization's goals in a manufacturing organization that focuses on the production aspect of finished goods.

This research also provides practical implications, where the need for supervision of the work carried out by the leadership. In manufacturing organizations, control over employees is different from employees of other organizations. The difference lies in the division of work hours in manufacturing organizations divided into three work shifts. In addition, it is necessary to apply strict discipline in manufacturing organizations to implement work.

The limitation of this study is that it provides a discussion of only one manufacturing organization engaged in textile production. In addition, this study provides a discussion using a sample of only one work department, namely the production department. Therefore, it is hoped that further research can discuss several other manufacturing organizations. It is hoped that it can justify the generalization of research results in the future.

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